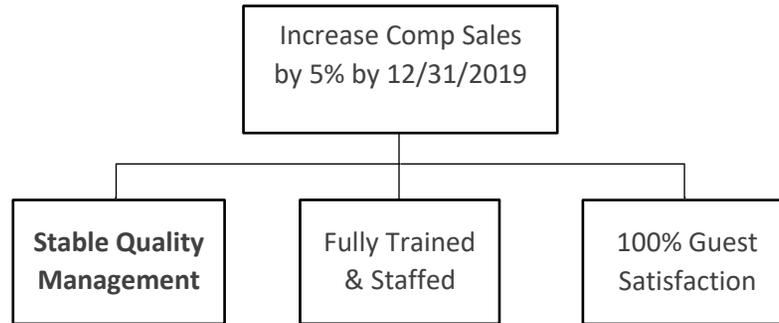


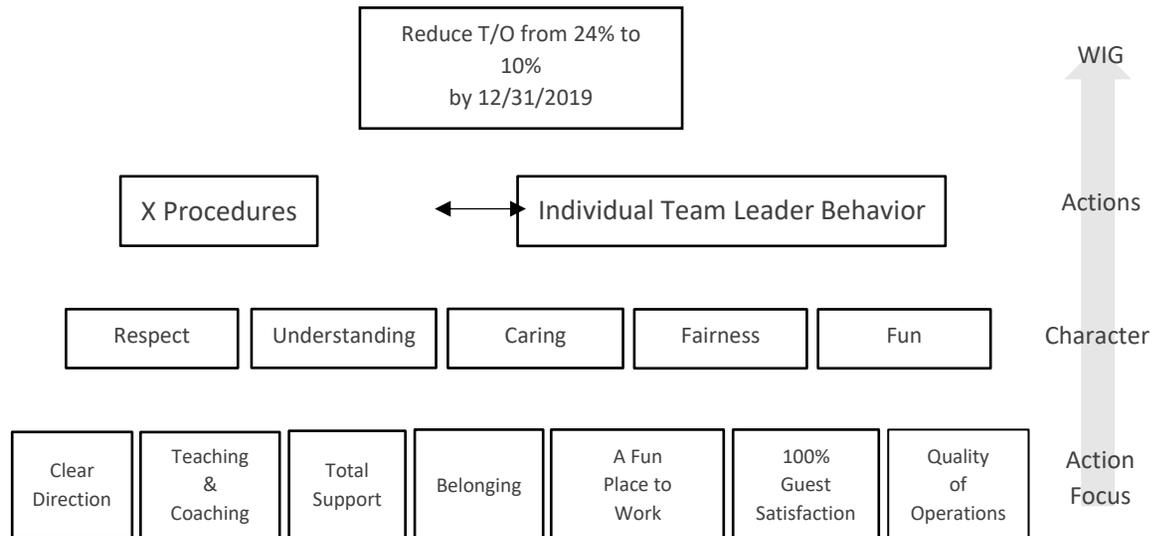
RETENTION WORKSHOP

Overview and Example



Battle One for winning X's war on sales is Stable Quality Management (SQM). This boils down to earning the active loyalty of all team members at every level. Winning the battle for SQM at all levels is the most fundamental step toward consistently earning the trust of Team Members, as well as the other members of Our Family.

Below is just one of the battles for SQM – **Managing Partner** – restated as a Wildly Important Goal (WIG):



Starting at the bottom, this is a model for building Team Member retention. It says that **all** X Leaders focus on keeping the five promises to Team Members – Clear Direction, Teaching and Coaching, Total Support, Belonging, and A Fun Place to Work – in addition to the two unique promises that a leader commits to keeping – 100% Guest Satisfaction and Quality of Operations. These represent the leader’s **Action Focus**.

Next, there is **Character**. Our character differentiates X’s culture. It is not only “the way we do things around here,” but a major determinant of whether the members of Our Family choose to be loyal to X. That’s why treating each member of Our Family with Respect, Understanding, Caring, Fairness, and Fun is **always** front-of-mind as we take care of them. These five qualities guide the interactions between the leader and Team Member, as well as every other member of Our Family. What each Team Member **should think** as a result of our character is described below:

Respect: Protecting the dignity of people and taking action to let them know that who they are, what they think and want, and how they feel is important to me.

Understanding: Accepting that people have a right to their perspective and that it need not agree with my own and taking action to let them know that what is important to them is clearly understood by me.

Caring: Welcoming people, sharing with them in the spirit of generosity, being of service and taking action to let them know action that their well-being is important to me.

Fairness: Being reasonable, inclusive, open-minded, and honest and taking action to let them know through that I listen, am just, keep my word, and work to do the right thing.

Fun: Lightening the mood around me, celebrating the success of others, and taking action to let people know that winning is fun and that achievement never goes unnoticed.

Actions speak louder than words, meaning that X has procedures and habits dictated by what it takes to earn the active loyalty of Team Members. All procedures are branded with one or more of the five attributes, and are put into action by the behavior of the leader. The two-headed arrow between procedures and behavior specifies the need for alignment between what we say we will do (procedure) and what we actually do (behavior). A lot of what you identify as needing to be done or needing to be done more consistently will be in this category.

Ultimately, however, to be successful in the battle for Stable Quality Management, X must be a **Great Job** and, in the minds of our Team Members, **the best place to work and have a career**. This means Team Members must **believe** they have three things:

1. **Meaning:** It’s more than a job; X is a place for me to learn and grow, be part of something that is important and makes a difference in my community, and that I am proud to have in my life.
2. **Autonomy:** The five promises made to me have been kept and prepared me to confidently do my job, stretch beyond my current abilities, make informed decisions, and take reasoned risks.

- Feedback:** I know how my X is performing, how to improve my contribution, and am held accountable for my performance.

Group Instructions

In your group, first review the goal that was set for the management position you have been assigned to. Remember that the goal was set based on your responses to the homework. Whether it's this one or another goal your group decides on, **first agree upon the goal**. You will be presenting your Wildly Important Goal (WIG) and the Battle Plan you create so the entire group will be able to reach it. The most effective actions are the ones that can become part of the routine of "the way we do things around here." You will receive feedback after your presentation and are expected to incorporate the feedback into finalizing your WIG and the steps necessary to achieve it.

Discussion

Start by spending **about 40 minutes** answering the following questions. Record key points in the table below. Then complete the Battle Plan on the next page outlining each action that will lead to reaching your WIG.

Question	Notes and Discussion
1. First, what's working? What are some of your daily, weekly, or monthly disciplines that will further this goal that everyone adopt?	
2. What's not working? What are the obstacles getting in the way of you and your goal? What Action Focuses are not consistently executed or are having the effect of driving Team Members away?	
3. Where is X excelling at being a Great Job and <i>The Best Place to Work</i> ? Now, where is X falling short?	
4. Now, let's start with the low-hanging fruit. What can you do quickly and at low cost to move toward the goal?	

5. What specific actions must be taken or taken with greater consistency and intention, to achieve your WIG? (include as many actions as necessary)	1.
	2.
	3.
	4.
	5.
	6.
6. What support will be needed from Regional and/or Home Office leadership?	
7. What actions will take longer to complete in achieving the WIG, and how will we meet those?	
8. How will we hold ourselves accountable for taking the actions and hitting the target?	
9. How will we objectively measure progress and success?	

Battle Plan Instructions

When you’ve finished the group discussion, begin crafting your Battle Plan. Determine what actions are needed to reach your turnover goal and establish an agreed upon plan of attack that will be clear to all other JVPs and X leaders to act upon. You should have **at least 20 minutes to create your Battle Plan**. Take a look at the example below and then put together the actions that will make up your plan. You can have as many actions as is required to reach your goal.

Example:

Action One: Weekly directional meeting with JVP

Timeline	Begin next week and continue throughout the year
Support Needed	None
Accountability	Check in at next JVP meeting where each JVP is prepared to share three improvements or learnings that came from the meetings. Describe what you have done as part of my weekly directional with my Regional JVOP.
Action Focus Achieved	Build bench strength, consistency, and belonging

Managing Partner Battle Plan

Action One:

Timeline	
Support Needed	
Accountability	
Action Focus Achieved	

Action Two:

Timeline	
Support Needed	
Accountability	
Action Focus Achieved	

Action Three:

Timeline	
Support Needed	
Accountability	
Action Focus Achieved	

Action Four:

Timeline	
Support Needed	
Accountability	
Action Focus Achieved	

Action Five:

Timeline	
Support Needed	
Accountability	
Action Focus Achieved	